

# 100 Best Fleets in North America

## Program Criteria

### Working The Plan

#### **Accountability**

The fleet operation must have a published list of the measures they use to document performance and progress toward objectives. It must also have a review mechanism in place to measure both individual and team productivity for each area of the fleet operation.

#### **Use of Technology & Information**

The fleet must have a technology deployment plan that is reviewed and updated annually. The technology may include, but is not limited to, fleet information, diagnostic tools, training aids, communication effectiveness—both internal (within the fleet) and external (vendors, customers, governing agencies)—and effective use of the resources available on the world wide web.

### Strong Environment

#### **Evidence of a High Trust Culture**

In such a culture, all employees feel confident to contribute and to even disagree. The operation must demonstrate the existence of such a culture by having mechanisms in place that encourage and reward open sharing of information and ideas.

#### **Performance Recognition**

Programs must be in place to both acknowledge and reward (even if only with a certificate or plaque) excellent performance and/or the attainment of pre-set goals, whether certification or meeting some level of desired performance improvement. These programs must be in place for periodic recognition of both individuals and teams, where applicable.



### The Three C's

#### **Collaboration**

Generally known as bottom up, rather than the top down model of old, the fleet operation must demonstrate how they encourage the sharing of ideas among all fleet personnel. The operation must also document changes made and performance improvements achieved through the use of collaboration among individuals, as well as different areas of the fleet service delivery processes.

#### **Creativity**

The fleet operation must describe and document how creativity has been encouraged and how new ideas and new technologies have been developed and deployed to address challenges within the operation.

#### **Celebration**

A peak performing operation always finds ways to have fun and to celebrate their successes. The fleet must be able to provide a listing of how often and in what ways they celebrate the successes of their operation.

### Customer Service

#### **Doing It Right the First Time**

There must be a metric in place that is regularly measured and reviewed to determine how often any piece of equipment is returned to the shop for rework or additional repair (i.e., missed in initial repair visit). An aggressive program to minimize trips to the repair facility must be in place.

#### **Quick/Efficient Turnaround**

Programs must be in place to measure repair turnaround. This turnaround time must be measured accurately, i.e., from initial drop off until notice of repair completion. In addition, since scheduling of repairs impacts this area significantly, the scheduling process for the fleet operation must be described, as well as documented effectively.

#### **Competitive Pricing**

The fleet operation must document and compare their cost of regular repairs with surrounding commercial and public agency fleets and have a program in place that keeps their customers informed of this fact.



# CERTIFICATE OF ACHIEVEMENT

This is to certify that the

San Bernardino County

received national recognition for meeting all of  
The 100 Best Fleets in North America Standards of Excellence for  
**2005**

as approved by  
The 100 Best Fleets in North America  
and  
Fleet Equipment Magazine

Bob Dorn

Robert Dorn, Publisher  
*Fleet Equipment Magazine*

Tom C. Johnson

Tom C. Johnson  
*The 100 Best Fleets in North America*